CONCORDIA UNIVERSITY

Faculty of Fine Arts Council

Minutes of the Meeting of February 3, 1995

Present: C. Jackson (Chair); I. Bubniuk, A. Cantine, M. Corwin, A. Dutkewych, E. Entner, D. Faubert, G. Gibbons, C. Healy, J. Helland, A. Herman, H. Johnson, J. Kelly, W. Krol, E. Langley, B. Layne, L. Lerner, K. Lipke, C. MacKenzie, E. Mongerson, C. Mullen, R. Murray, S. Paikowsky, D. Pariser, E. Paulsson, P. Regimbald, P. Rist, M. Ruwedel, L. Sharman, S. Snow, K. Tweedie

Absent with apologies:

T. Bui, A. Calisch, S. Hudson, L. Hughes

Guests: D. Andrus, L. Bien, J.-P. Duchesne, C. Mota

1. Approval of the Agenda

The agenda was approved.

2. Approval of the Minutes of the Meeting of November 25, 1994

MOTION: (Gibbons, Paikowsky)

"that the minutes of the meeting of November 25, 1994 be approved."

CARRIED

3. Business Arising from the Minutes

Staff observers/representatives should be elected to Council by the next meeting.

As a follow up to the discussion on teaching at last month's Council meeting, some actions have been taken. Dean Jackson met recently with Ron Smith and Bill Gilsdorf who are working with teaching assistants, and who wish to incorporate the needs of the Faculty of Fine Arts into this project. In addition, a colloquium on teaching and learning is scheduled for March 16, 1995.

Regarding the SFAR courses, Associate Dean Katherine Tweedie announced that it would not be feasible to assign these courses to both full and part time faculty, and so for this year only, they would be reserved for part time faculty.

4. Chair's Remarks

Dean Jackson announced the appointment of a new Associate Dean, Kathleen Perry. As Associate Dean, Communications and Advancement, she will be responsible for planning and implementing an internal communications strategy, in conjunction with the University's Offices of Public Relations, Advancement and Alumni Affairs. An external firm will also be consulted concerning a communications plan for the Faculty, which will then be implemented over the next three to four years.

The budget situation is worsening. The projected shortfall for 1994-95 has increased by another $700,000. The recently announced staff hiring freeze is in response to this event. For 1995-96, the University is now projecting at least a $6 million dollar reduction in budget.

With reference to the above, Dean Jackson described a report he had recently received on re-structuring at Université Laval. Many of the issues raised in this report seem to apply to the the situation at Concordia, particularly as it enters into a period of financial restraint.

The Laval report identifies the following problems at their institution:

- overgrown structures that had become so diluted that there was no accountability
- the existence in the professoriate of anomie, an almost defeatist type of mentality
- a lack of interest in the problems of the university by its members
- a tendency to do too much and duplication of programmes offered elsewhere.

The report then goes on to recommend:

- the removal of one layer of adminstration
- the reduction from fifteen academic faculties to four (each under the direction of a Vice-Rector, rather than a Dean)
- the de-centralization of service and responsibility
- a reduction of administrative tasks
- the closing of certain high cost programmes such as dentistry and music
- the closing of programmes defined to be non-productive, i.e. that graduate fewer than ten students per year
- the re-opening of Collective Agreements in order to facilitate change.

Additional copies of the Laval report are available from the Dean's Office.

5. Question Period

E. Paulsson asked when the new Associate Dean would begin, as he felt that the development of a communications plan could not happen quickly enough. The effective date of the appointment is June 1, 1995.

He also raised a question about health issues on the fourth floor. Associate Dean G. Gibbons was unaware of this problem and asked to meet with him after the meeting to discuss this concern.

Associate Dean Gibbons also updated Council members on the status of renovations in the VA Building that were required by the CSST in order to improve air quality. The CSST has given the University until September 30, 1995 to make the required improvements, at a cost of approximately $1.1 million. When the renovations are complete, the environment should be relatively safe.

E. Paulsson asked what plans were being made to find improved facilities for the Cinema department, both short and long term. The Cinema Department is presently spread over the VA Building in a variety of temporary and borrowed facilities.

Associate Dean Gibbons explained that the University intends to re-habilitate the basement, so that the department may return there on a permanent basis.

C. MacKenzie announced that Loren Lerner, who is the Library representative on Council, has also been appointed as Adjunct Associate Professor in the Department of Art History, in recognition of her valued and continuing contribution to its graduate programmes.

A. Cantine asked about the magnitude of the proposed budget cuts, and what it would mean to the Faculty of Fine Arts.

Dean Jackson responded that we had never been faced by cuts this severe, and thus, it was difficult to predict the outcome of this exercise.

Associate Dean K. Tweedie asked the effective date of the cuts. Budgets will be reduced, effective June 1, 1995.

Dean Jackson then added that in anticipation, it is imperative that decisions about commitments be made now. The Strategic Planning and Budget Committee will be meeting intensively over the next one to two months on these matters. Normally, at this time of year, the provisional budget for the next academic year would have already been prepared.

M. Corwin asked what action would be taken by the Faculty to fight a pro-rata distribution of the 94-95 budget shortfall based upon a recommendation made by the Vice-Rector, Institutional Relations and Finance.

Associate Dean Gibbons, who is the Fine Arts decanal representative on SCAPP, assured M. Corwin that the proposal in question had been referred to the SCAPP Academic Planning and Resource Management Review Committee (APRMRC) where it was significantly modified before approval. In the end, a higher proportion of cuts to the service sector were allocated, leaving a lower proportion of cuts to the academic sector.

Returning to the Laval report, K. Lipke noted that other factors such as opportunities for graduates must be taken into account, and for this reason, many programmes have purposely kept the number of graduates low. S. Paikowsky wondered if there was an unspoken agenda around issues of retention, which could lead to a decline in academic standards in order to maintain enrolments.

6. Approval of New Members on Fine Arts Faculty Council

The following new member of Council was approved:

Stephen Snow, Department of Theatre (until May 31, 1995)

7. Approval of Steering Committee Membership

The following new member of Steering Committee was approved:

Stephen Snow, Performing Arts representative (until May 31, 1995)

8. Response of the Ad Hoc Committee to the Report of the Appraisal Committee on the Faculty of Fine Arts (FFAC-94-09-30-D5)

At the last meeting of Council, it was agreed that members would be given time to reflect upon the Response report and Dean Jackson's progress report presented to Council on November 25, 1994. Dean Jackson then asked if there were any further comments on either of these items.

A. Herman asked how recommendations 17 and 22 would be handled, as there were costs involved. Dean Jackson noted that these recommendations, along with all others in Section B of the report, were being referred to the Faculty's Strategic Planning and Budget Committee.

He then reported on actions taken regarding recommendations 16 and 27, and it was agreed that the formation of study groups to study these recommendations was no longer needed.

The response will now be forwarded to the Vice-Rector, Academic, thus completing the Faculty's Appraisal process.

9. Faculty of Fine Arts Advisory Board (FFAC-95-02-03-D1)

MOTION: (Jackson, Tweedie)

> "that the Faculty of Fine Arts Advisory Board be established, with mandate and membership as outlined in document FFAC-95-02-03-D1."

Dean Jackson invited questions or comment on the motion and attached document on the proposed Faculty of Fine Arts Advisory Board.

P. Rist read some comments by M. Morton, who has been responsible for the Department of Cinema Advisory Board. She recommended that the Faculty not follow the model used by the Faculty of Commerce, whose Advisory Board members are active in curriculum development and the internal workings of the Faculty.

Dean Jackson confirmed that the role of the Fine Arts Advisory Board would be entirely different, focusing more on external relations and development, than on internal matters.

A. Dutkewych noted that the membership does not include any representation from the Faculty. Again, Dean Jackson pointed out that because the role of the Board is quite specific, he did not believe it was necessary to have internal representation. In addition, it is hoped that Board members will actively attend and support events; meetings, of which there will be no more than four per year, are not its primary raison d'être.

S. Paikowsky asked how wide a mandate the Board would have, specifically, would the Journal of Canadian Art History be included as a Faculty initiative. Dean Jackson confirmed that it would.

C. MacKenzie suggested that each member of the Advisory Board be mated with a Fine Arts department, to ensure a flow of information.

P. Rist noted that the University's Capital Campaign had been postponed, in part, because of the poor image of the University in the external community. Given this information, he wondered if it was a good time for Fine Arts to embark on its own development plans.

Particularly for that reason, Dean Jackson believes it is important for the Faculty to become somewhat "chauvinistic" in defending and promoting its own interests, rather than being penalized by the present image of the University in the community. It is his intention to name the Board's members by the end of March.

The question was then called and **CARRIED.**

10. Adjournment

MOTION: (Langley, Pariser) "that the meeting be adjourned."

CARRIED

Respectfully submitted,

S. McLeod
February 10, 1995